

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Advertising Plan for the Office of Communications

81-0465

FROM: Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

EXTENSION

NO.

DATE 3 March 1981

STAT

TO: (Officer designation, room number, and building)

EO/DDA

3/4/81 DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

STAT

1.

A/DDA

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Reg (file)

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15.

Attached is the proposed plan for recruitment of Communications personnel. Although not contained in this edition, I propose that the OC representative act as "team" leader. I plan to hold a meeting on 4 March to receive your comments.

STAT


Harry E. Fitzwater

Att

DD/A REGISTRY

FILE: Pers-15

Plan for Recruiting
Office of Communications
Personnel

I. Problem

STAT The Office of Communications (OC) has an immediate recruitment
requirement for ☐ Telecommunications Specialists (TCS)
and Electronic Technicians (ET) personnel. In addition,
STAT an attrition of ☐ of these type employees is expected
during the remainder of FY-1981.

II. Facts Bearing on the Problem

- A. Unless the Office of Communications is brought up to strength in the near future, it will not be able to meet all of its operational requirements.
- B. Experience shows that an aggressive advertising program is necessary to attract TCS and ET applicants.
- C. The Office of Personnel does not have advertising funds and extra travel money necessary to solve this problem.
- D. A special task force effort is considered necessary to arrive at an early solution to the problem.
- E. Temporary contracts can be given to applicants who might be lost by the lack of employment while awaiting final processing.

III. Assumptions

- A. The Office of Communications can provide extra funds for advertising and travel needed to implement this Plan.
- B. It is more cost-effective and timely for a small "team" to travel to regional areas for initial processing of large groups of applicants than to bring the applicants to Headquarters for this processing.

- C. The "team" approach, with an up-front polygraph, can reduce or eliminate some requirements for continued processing.

IV. Course of Action

- A. Through an intensive advertising program we will assemble groups of applicants in regional areas.
- B. Recruiters in these regional areas will make initial contact and interview the applicants for screening out those lacking in qualifications or considered unsuitable.
- C. Arrangements will be made for applicants passing initial recruiter interviews to be assembled in a particular regional area for processing by a "team" made up of members of the Offices of Medical Services, Security, and Communications and the regional recruiter.
- D. Applicants who pass Office of Communications' hiring criteria will be polygraphed and undergo initial medical evaluation.
- E. Applicants passing the hiring criteria of the "team" will be placed in the final clearance processing, i.e., background investigation and medical and psychological assessments.
- F. Applicants without jobs or who desire immediate employment can be given, at the discretion of the Office of Communications, a temporary contract while final processing is being completed.
- G. Applicants will be entered on duty when fully cleared for training and assignment

V. Responsibilities

A. Office of Personnel

1. The Recruitment Division shall:

- a. Place advertisements in accordance with the attached advertising plan (Annex A). The schedule for these advertisements is to be coordinated with the recruiters and the "team" to ensure that the system operates in an orderly fashion and is not overloaded.
- b. Ensure that the recruiters are fully cognizant of the contents of this Plan and are advised of the urgency in meeting this recruitment requirement.
- c. Schedule "team" travel and use the most cost-effective pattern. (Annex C)
- d. Screen applications resulting from National Advertising, i.e., Army/Navy Times and refer qualified applicants to regional field recruiters.

2. The Field Recruiters shall:

- a. Assemble groups of applicants by geographic clusters for their initial interview with the recruiter.
{If there is doubt about a candidate's qualification in meeting OC's hiring criteria, the applicant should be scheduled for interview by the "team."}
- b. Obtain Personal History Statement (PHS) from applicants for use by the "team."

- c. Schedule and assemble cluster groups in central geographic region for "team" interviews.
 - d. Make arrangements for suitable office space (GSA or hotel/motel rooms) for the "team" interviews.
 - e. Arrange for "team" interviews in a central location where at least 10 to 15 applicants reside within 150 miles of the interview location. This does not have to be a city where our recruitment office is located.
 - f. Maintain contact with applicants prior to the "team" interviews to ensure that they are aware that they are still being considered for employment.
3. The Professional Staffing Branch shall:
- a. Give priority attention to the Office of Communications' applicant cases by assigning specific responsibilities to one processing assistant.
 - b. Prepare correspondence to applicants and ensure that they are kept informed of our interest in their employment during final processing.
 - c. Coordinate and schedule final OMS and OS processing. All applicants approved by the "team" will receive highest priority for final processing.

B. Office of Communications

The Office of Communications shall:

- a. Make available to the Office of Personnel funds for this intensive recruitment effort.

- b. Assign senior officer(s) to the "team" who has authority to make on-the-spot hiring decisions.
- c. Provide to the Office of Personnel the name(s) of "team" member(s).
- d. Arrange for training of individuals given temporary contracts. .

C. Office of Security

The Office of Security shall:

- a. Provide name(s) of "team" member(s) to the Office of Personnel.
- b. Polygraph individuals at the regional interview area considered hireable by the Office of Communications "team" representative.
- c. Conduct background investigations of candidates approved by OC and OMS representatives who have passed their initial Security processing. These individuals should be placed in the highest priority for a background investigation.

D. Office of Medical Services

The Office of Medical Services shall:

- a. Provide name(s) of "team" member(s) to the Office of Personnel.
- b. Process applicants approved by OC and who have passed their initial Security processing. These individuals should be processed before all others in the recruitment processing cue.

E. The "Team"

The "team" shall:

- a. Travel to the regional locations as advised by the OP/Recruitment Division.
- b. The Office of Communications representative will interview candidates and will make the decision to hire or not to hire based on OC's hiring criteria.
- c. OS polygraph operators will polygraph applicants approved by the OC representative. A final decision on security approval will be made by the Director of Security.
- d. Questions of suitability will be referred by the "team" to Headquarters for immediate review by the Applicant Review Panel (ARP).
- e. The OMS representative will conduct initial medical evaluation of those candidates favorably screened by the OS representative.
- f. A final hire, no-hire decision will not be made by the "team" but will be a Headquarters decision.

VI. Implementation

- A. This Plan is effective immediately.
- B. Upon receipt of funds from OC, the Chief, Recruitment Division will commence the advertising campaign in accordance with Annex A.

- C. Names of "team" members shall be submitted to OP as soon as possible.
- D. The Deputy Director, Recruitment and Placement shall assemble the "team(s)" immediately upon receipt of their names to ensure that all members are briefed and aware of the details of this Plan.

VII. Annexes

- A. Proposed Advertising Program and Costs
- B. Support Requirements
- C. "Team" Schedule
- D. TCS and ET Advertisement

TAB

ANNEX A

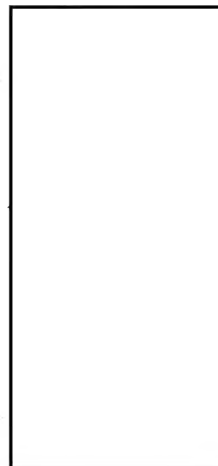
Proposed Advertising Program and Costs

I. Comments

- A. Advertising costs are estimated and exact figures will depend on the number of ad lines, publication column width, etc.
- B. National newspapers selected represent those nearer military installations and areas where unemployment may be a factor in attracting applicants.
- C. The military media to be used includes publications circulated on military stations and bases having electronic and communications MOS specialties.
- D. In addition to the below-listed advertising program, vacancy notices will be introduced into the Federal OPM vacancy notice system.

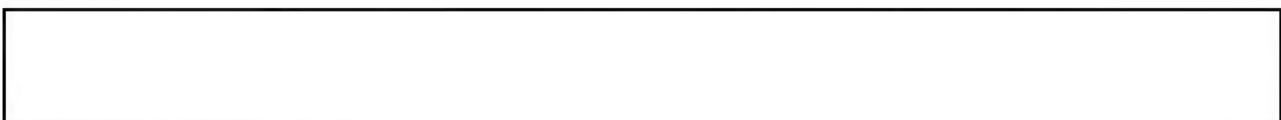
II. Funds Required

Advertising
Travel and Per Diem*
Travel and Per Diem**
Travel and Per Diem***
Motel Rooms
Typewriter Rental
Tuition



STAT

*



STAT

** Recruiter Travel

*** Applicants

III. Proposed Advertising Program (March through May)
(Nine-Week Intensive Advertising Program)

A.

<u>Priority</u>	<u>Major Newspapers</u>	<u>Placement</u>	<u>Estimated Ad Cost</u>	<u>Frequency</u>	<u>Estimated Total Cost</u>
(1)	Washington Post	Sunday Editions	\$2,500	2 Editions	\$ 5,000
(1)	Washington Star	Sunday Editions	\$1,369	2 Editions	\$ 2,738
(1)	Army, Navy, Air Force Times (Eastern Region)	Next Available Edition	\$2,884	2 Editions	\$ 5,768
(2)	San Antonio Express News	Sunday Editions	\$ 582	2 Editions	\$ 1,164
(3)	San Diego Union	Sunday Editions	\$ 998	2 Editions	\$ 1,996
(3)	Phoenix Gazette	Sunday Editions	\$ 930	1 Edition	\$ 930
(3)	Tuscon (Ft. Huachuca) Star Citizen	Sunday Editions	\$ 525	2 Editions	\$ 1,050
(2)	Houston Post	Sunday Editions	\$ 927	1 Edition	\$ 927
(2)	Fort Worth Star Telegram	Sunday Editions	\$ 675	2 Editions	\$ 1,350
(2)	Little Rock Arkansas Gazette	Sunday Editions	\$ 563	2 Editions	\$ 1,150
(2)	El Paso Herald Post Times	Sunday Editions	\$ 550	2 Editions	\$ 1,100
(2)	Shreveport-Journal Times	Sunday Editions	\$ 525	2 Editions	\$ 1,050
(4)	Biloxi Sun Herald	Sunday Editions	\$ 375	2 Editions	\$ 750
(2)	Mobile Press Register	Sunday Editions	\$ 338	2 Editions	\$ 676
(1)	Portsmouth/Norfolk Pilot Ledger	Sunday Editions	\$ 790	2 Editions	\$ 1,580
(3)	Omaha-World Herald	Sunday Editions	\$ 750	2 Editions	\$ 1,500
(1)	Philadelphia Inquirer	Sunday Editions	\$2,570	1 Edition	\$ 2,570
(1)	Boston Globe	Sunday Editions	\$1,400	1 Edition	\$ 1,400
(1)	Pittsburgh Free Press	Sunday Editions	\$1,500	1 Edition	\$ 1,500
MAJOR NEWSPAPER ADVERTISING					\$34,199
ESTIMATED COST FOR AD PRODUCTION					\$ 1,500
TOTAL					\$35,699

B. Military Media

Placement of the ET/TCS ad in 30 East Coast military base publications where electronics and communications MOS personnel are located at a .55 line rate for approximately 375 lines of advertising for one edition in each publication. These will be spaced two weeks apart by recruitment area.

\$6,000

C.

<u>Functional Magazines (Recommended by OC)</u>	<u>Placement</u>	<u>Estimated Ad Cost</u>	<u>Frequency</u>	<u>Estimated Total Cost</u>
Spectrum				
Electronic Design				
Radio Electronics*				
Electrical Communications				
Communications News				
EDN				
Digital Design				
Communications		UNKNOWN AT THIS TIME		
Telecommunications*				
Signal				
Communications International				
Aviation Week*				
Datamation				
73's				
OST*				
CQ*				

NOTE: Except for publications with asterisks, most of these magazines are targeted Approved For Release 2005/08/02 : CIA-RDP84B00890R000600090026-7
officer that will not suit our purpose.

IV. Proposed Advertising Schedule

15 March

Washington Post

Washington Star

Army, Air Force, Navy Times

Military Media

Philadelphia Inquirer

Pittsburgh Free Press

22 March

Portsmouth/Norfolk Pilot Ledger

Boston Globe

29 March

San Antonio Express News

Houston Post

5 April

Biloxi Sun Herald

Mobile Press Register

12 April

San Diego Union

Phoenix Gazette

Tuscon Star Citizen

19 April

Little Rock Gszette

Shreveport Journal Times

26 April

El Paso Herald Post Times

Fort Worth Star Telegram

TAB

c. Production Forecast. Polygraph Branch strongly recommends that the production rate forecast be kept at no more than two cases a day with provisions that the schedule be flexible to accommodate bring-backs for retesting.

d. Decision Making. The Recruiting team will have to understand that the examiner is prohibited from revealing derogatory information. In cases of serious admissions or called deception, the examiner would have to tell the team to stop the recruiting process until the adjudicative issue is resolved at Headquarters. If cases are inconclusive, the same delay would result. In any case a decision would have to be made whether to schedule a re-test or not. In some instances the examiner may determine, in the field, that a re-test would be appropriate a day or so later.

B-2 Office of Medical Services

a. Physical Requirements. Medical evaluations will require a large room, tables with seating and writing capacity for 15 to 20 applicants, private area or room (preferably adjacent) with two comfortable chairs and a telephone. Bedrooms should be avoided particularly in the case of evaluations of female applicants.

b. Information Requirements. OMS will require a "Report of Medical History" (see Attachment A) to be completed by the applicant and his dependents and a copy of the employee's Agency Personal History Statement, handcarried to the medical interview by the applicant. At the time of "team" processing, a Personal Index is to be completed by the applicant.

c. Production Forecast. If done in a group, OMS can have 15 to 20 applicant Personal Index questionnaires completed in two hours and can interview seven applicants a day if sequentially available.

d. Decision Making. Based on a review of the medical histories (employee's and dependents'), completed Personal Index (the employee's), and the interview (employee), the OMS representative will recommend to the "team" leader:

- (1) Continue processing
- (2) Stop processing
- (3) Marginal cases or questions of suitability can be discussed with Headquarters medicals (phone) or referred to the Applicant Review Panel.

REPORT OF MEDICAL HISTORY

(THIS INFORMATION IS FOR OFFICIAL AND MEDICALLY-CONFIDENTIAL USE ONLY AND WILL NOT BE RELEASED TO UNAUTHORIZED PERSONS)

1. LAST NAME—FIRST NAME—MIDDLE NAME		2. SOCIAL SECURITY OR IDENTIFICATION NO.	
3. HOME ADDRESS (No. street or RFD, city or town, State, and ZIP CODE)		4. POSITION (title, grade, component)	
5. PURPOSE OF EXAMINATION	6. DATE OF EXAMINATION	7. EXAMINING FACILITY OR EXAMINER, AND ADDRESS (Include ZIP Code)	

8. STATEMENT OF EXAMINEE'S PRESENT HEALTH AND MEDICATIONS CURRENTLY USED (Follow by description of past history, if complaint exists)

9. HAVE YOU EVER (Please check each item)				10. DO YOU (Please check each item)			
YES	NO	(Check each item)		YES	NO	(Check each item)	
		Lived with anyone who had tuberculosis				Wear glasses or contact lenses	
		Coughed up blood				Have vision in both eyes	
		Bled excessively after injury or tooth extraction				Wear a hearing aid	
		Attempted suicide				Stutter or stammer habitually	
		Been a sleepwalker				Wear a brace or back support	

11. HAVE YOU EVER HAD OR HAVE YOU NOW (Please check at left of each item)											
YES	NO	DON'T KNOW	(Check each item)	YES	NO	DON'T KNOW	(Check each item)	YES	NO	DON'T KNOW	(Check each item)
			Scarlet fever, erysipelas				Cramps in your legs				"Trick" or locked knee
			Rheumatic fever				Frequent indigestion				Foot trouble
			Swollen or painful joints				Stomach, liver, or intestinal trouble				Neuritis
			Frequent or severe headache				Gall bladder trouble or gallstones				Paralysis (include infantile)
			Dizziness or fainting spells				Jaundice or hepatitis				Epilepsy or fits
			Eye trouble				Adverse reaction to serum, drug, or medicine				Car, train, sea or air sickness
			Ear, nose, or throat trouble				Broken bones				Frequent trouble sleeping
			Hearing loss				Tumor, growth, cyst, cancer				Depression or excessive worry
			Chronic or frequent colds				Rupture/hernia				Loss of memory or amnesia
			Severe tooth or gum trouble				Piles or rectal disease				Nervous trouble of any sort
			Sinusitis				Frequent or painful urination				Periods of unconsciousness
			Hay Fever				Bed wetting since age 12				
			Head injury				Kidney stone or blood in urine				
			Skin diseases				Sugar or albumin in urine				
			Thyroid trouble				VD—Syphilis, gonorrhea, etc.				
			Tuberculosis				Recent gain or loss of weight				
			Asthma				Arthritis, Rheumatism, or Bursitis				
			Shortness of breath				Bone, joint or other deformity				
			Pain or pressure in chest				Lameness				
			Chronic cough				Loss of finger or toe				
			Palpitation or pounding heart				Painful or "trick" shoulder or elbow				
			Heart trouble				Recurrent back pain				
			High or low blood pressure								

13. WHAT IS YOUR USUAL OCCUPATION?		14. ARE YOU (Check one)	
		<input type="checkbox"/> Right handed <input type="checkbox"/> Left handed	

CHECK EACH ITEM YES OR NO. EVERY ITEM CHECKED YES MUST BE FULLY EXPLAINED IN BLANK SPACE ON RIGHT

YES	NO	
		15. Have you been refused employment or been unable to hold a job or stay in school because of: A. Sensitivity to chemicals, dust, sunlight, etc.
		B. Inability to perform certain motions.
		C. Inability to assume certain positions.
		D. Other medical reasons (If yes, give reasons.)
		16. Have you ever been treated for a mental condition? (If yes, specify when, where, and give details.)
		17. Have you ever been denied life insurance? (If yes, state reason and give details.)
		18. Have you had, or have you been advised to have, any operations? (If yes, describe and give age at which occurred.)
		19. Have you ever been a patient in any type of hospitals? (If yes, specify when, where, why, and name of doctor and complete address of hospital.)
		20. Have you ever had any illness or injury other than those already noted? (If yes, specify when, where, and give details.)
		21. Have you consulted or been treated by clinics, physicians, healers, or other practitioners within the past 5 years for other than minor illnesses? (If yes, give complete address of doctor, hospital, clinic, and details.)
		22. Have you ever been rejected for military service because of physical, mental, or other reasons? (If yes, give date and reason for rejection.)
		23. Have you ever been discharged from military service because of physical, mental, or other reasons? (If yes, give date, reason, and type of discharge: whether honorable, other than honorable, for unfitness or unsuitability.)
		24. Have you ever received, is there pending, or have you applied for pension or compensation for existing disability? (If yes, specify what kind, granted by whom, and what amount, when, why.)

I certify that I have reviewed the foregoing information supplied by me and that it is true and complete to the best of my knowledge.
I authorize any of the doctors, hospitals, or clinics mentioned above to furnish the Government a complete transcript of my medical record for purposes of processing my application for this employment or service.

TYPED OR PRINTED NAME OF EXAMINEE	SIGNATURE
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NOTE: HAND TO THE DOCTOR OR NURSE, OR IF MAILED MARK ENVELOPE "TO BE OPENED BY MEDICAL OFFICER ONLY."

25. Physician's summary and elaboration of all pertinent data (Physician shall comment on all positive answers in items 9 through 24. Physician may develop by interview any additional medical history he deems important, and record any significant findings here.)

TYPED OR PRINTED NAME OF PHYSICIAN OR EXAMINER	DATE	SIGNATURE	NUMBER OF ATTACHED SHEETS
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ANNEX B

I. Support Requirements

B-1 Office of Security

a. Physical Requirements. Polygraph examinations must be conducted in a quiet room with minimum furniture of a desk, arm chair, and a chair for the examiner. Normally, TDY testing in the United States is accomplished in motel rooms or in Agency controlled or rented office space. If motel rooms are used for more than one case, a suite should be obtained. This is because house keeping in motel rooms are frequently done during the morning hours and that it is not advisable to conduct early morning testing in a dirty room. Another consideration is the Polygraph Branch avoids testing female candidates in bedrooms. If office space is available, it should be in such an environment that polygraph activity does not provoke undue curiosity. It may be advisable to conduct the test on federal property.

b. Information Requirements: Polygraph Branch feels that the minimum information needed is an Agency Personal History Statement and completion of an Agency indices (OS and IP) check. Experience has shown that many Commo candidates are ex-military communication personnel and in such cases a military record should have been completed. (NAC are also desirable.)

c. Production Forecast. Polygraph Branch strongly recommends that the production rate forecast be kept at no more than two cases a day with provisions that the schedule be flexible to accommodate bring-backs for retesting.

d. Decision Making. The Recruiting team will have to understand that the examiner is prohibited from revealing derogatory information. In cases of serious admissions or called deception, the examiner would have to tell the team to stop the recruiting process until the adjudicative issue is resolved at Headquarters. If cases are inconclusive, the same delay would result. In any case a decision would have to be made whether to schedule a re-test or not. In some instances the examiner may determine, in the field, that a re-test would be appropriate a day or so later.

B-2 Office of Medical Services

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EMPLOYMENT OPPORTUNITIES

Central Intelligence Agency

THE CENTRAL INTELLIGENCE AGENCY IS LOOKING FOR PERSONNEL WITH BACKGROUND IN THE FIELDS OF COMMUNICATIONS OPERATIONS AND MAINTENANCE. OPPORTUNITIES EXIST FOR TRAVEL AND ASSIGNMENT THROUGHOUT THE WORLD.

*ELECTRONIC TECHNICIANS

With Commercial or Military experience; familiarity with solid state devices necessary; Ongoing training in modern communications equipment and other sophisticated systems *provided for enhancing current skills.*

*TELECOMMUNICATIONS SPECIALISTS

With prior training or experience in the telecom field; morse code ability, 12 gpm preferred, but will consider those with morse aptitude. Minimum touch typing speed of 30 wpm required.

\$13,672 - \$20,000 to start
(Depending upon experience & education)

*QUALIFICATIONS REQUIRED

U.S. citizenship; high school graduate or GED; 18 years of age minimum but must be twenty-one years of age prior to overseas assignment; available for ^{extensive} overseas assignments. Civil Service Status is not necessary.

SUBSTANTIAL GOVERNMENT BENEFITS AVAILABLE

SEND RESUME TO:

Office of Personnel
Dept. A, Room 821 - XX
P.O. Box 1925
Washington, D.C. 20013

An Equal Opportunity/Affirmative Action Employer

NOTE: THIS AD WILL USE THE SAME FORMAT AS THAT USED IN THE CT ADVERTISEMENTS (WITH EAGLE). SEE

CLASSIFIED ADVERTISING THE MART

ADS:
appear with
Wall Street
J.Y. 10007

Street Jour-
nal Business

POSITIONS AVAILABLE

POSITIONS AVAILABLE

POSITIONS AVAILABLE

Central Intelligence Agency

We're looking for men and women with special talent.

The primary task of the Central Intelligence Agency is to gather information to help protect the international interests of the United States. We seek men and women with special talents and skills to begin careers with the select group that helps gather this information by living and traveling abroad.

It takes self-reliance, self-motivation, and intelligence as well as academic achievement and linguistic ability. In return, a career in information gathering with the Central Intelligence Agency that gives you good pay, excellent fringe benefits, security, positions of responsibility, and the knowledge that you belong to a small, special group of people performing very important work.

Qualifications required include U.S. citizenship, a college degree, language skill or aptitude, and an interest in international affairs as evidenced by academic study, foreign travel, foreign residence, or two to five years of pertinent work experience. Those with degrees in economics, engineering, and the physical sciences are of particular interest. Military experience is a plus.

Starting salary is \$15-22,000, depending on qualifications. Initial assignment is in the Washington, D.C. area. Substantial benefits for overseas service. Find out more about a career with us by sending your resume to:

Personnel Representative
Dept. A, Room 821-A2, P.O. Box 1925
Washington, D.C. 20013

Applicants of interest will be contacted for a confidential interview within three weeks of receipt of application.



CENTRAL INTELLIGENCE AGENCY

It's time for us to know more about each other.

An equal-opportunity/affirmative-action employer.